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# The Changing Role of the CFO

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# Introduction

A little bit about me....

- Partner at Pitcher Partners for 10 years
- Work with private and government organisations
- Am a member of a number of Advisory Boards for private organisations
- Enjoy working in a changing environment

# Challenges affecting the Local Government sector

- Constant challenge of good governance
- Reducing reliance on rate revenue
- Meeting community expectations

CFO's are essential to leading change in any organization

*“ I need the ability to  
look around corners ”*

# Bring insight

- Be strong in understanding the non-financial as well as the financial
- How can the value that Local Government provide be measured beyond just numbers
- Trends occurring in community demographics, service demands, program popularity
- Desire to know what is occurring in both the organization and similar organisations as well

# Recognising challenges

- Local government relied upon for the provision of essential local services
- Services to be responsive to community needs
- Services and spending targeted towards meeting changing community needs
- Assessment of how well placed the business is to manage change
- Organizational structure is impacted
- Business skills required should be revisited

*“ Information is dynamic, so I don’t want my reporting to be static. ”*

# Analysis and reporting

- Capturing the right data is important
- How well are your systems set up?
- Data capture vs analysis vs relationships
- Focus on measuring how well you are delivering value to the community against expectations
- Short-term trends and long terms trends
- Focus on efficient data capture and spend the savings on analysis



*“ The one thing I know about my organisation is the government spends a lot of money funding what we do so its always going to be changed. ”*

# Good governance

- Ensuring good governance is embraced culturally by the organization
- Place a high value on decision making based upon good process and control
- Creates timely decisions
- Be involved in the organization's mechanisms producing good governance

*“ I can spend 5 minutes talking to my people when I go to one of my centres and know if it’s performing well or not. ”*

# Environmental changes

- Impact of technology on how local government delivers services and programs to the community.
- How does the community connect with local government? Technology will change this.
- Living conditions are changing
- Flexible workforces
- Staff development and training

“ *Let’s not just focus on what is going to change. Let’s not forget what will stay the same.* ”

”

# So what won't change?

- Recognise what won't change
  - Community will always want relationship-based local organisations
  - Community values good governance
  - Community will always want services and infrastructure provided with value
  - Change is a constant
- Without good people, you **will not** have a successful organization
- CFO's are a vital to organisation's leadership and cultural settings

# CFO of the Future

- Desire to understand what is really going on in their organization
- Has a strong understanding of their organisation's objectives
- Have a view as to what the organisation needs to do in the future to continue to meet its objectives
- See themselves as a leader
- Values people and the environment in which they work

Go ahead. Don't hesitate.

Q&A



# Questions



Thank you  
For your attention



Thank you!